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ABSTRACT

Continuing education for health service professionals operating nursing homes is the subject of this report. Reasons for the growth and development of nursing homes are discussed, and licensure is defined. Methodologies and techniques employed in Missouri and other states are identified, after a background report on the Missouri Nursing Home Program. Tables indicate nursing home conferences in Missouri, the participation of colleges in organization and management training programs, locations of conferences and colleges, the location of nursing homes in relation to educational facilities, and sources of faculty. The appendices include conference programs, sample letters to administrators, and sample questionnaires. (RS)

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A SURVEY OF EDUCATIONAL PROGRAMS FOR PROVISIONALLY LICENSED NURSING HOME ADMINISTRATORS

A Report

Presented to

The Department of Extension Education

University of Missouri-Columbia

In Fulfillment of Requirements

For a Research Project, Extension Education 450

by

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CHAPTER I

INTRODUCTION

Statement of Problem

One of the many problems or issues facing health care workers and health care consumers is that of licensure. Traditionally the physician and the professional nurse have been licensed. Traditionally, also, they have been the "health care team" in the minds of the majority of health care consumers. The realities of this situation have changed drastically in recent years with almost a plethora of "health professions" emerging. The 1971 publication, "Licensure and Related Health Personnel Credentialing," (10), lists a total of 26 differing health professions which require licensing in various states. As these "new professions", and the term profession is used in a rather loosely defined concept, gained in numbers of professions and in number of "workers" in a given profession, licensure became an issue. The issue was raised both by those within the profession, who perhaps desired the "status" accruing to licensed practitioners' and by a concerned public who saw the need for licensure as a means of control over the proliferation of both "professions" and "professionals". As licensure became an issue so did the requirements for obtaining the license and increasing emphasis began to be placed on educational requirements in particular.

This paper will concern itself with the licensing of nursing home administrators and most particularly with the educational require-

ments for obtaining this license as implemented by various states in compliance with Public Law 90-248, "Social Security Amendments of 1967" (17).

Definitions

Licensure is the process by which an agency of governments grants permission to persons to engage in a given profession or occupation by certifying that those licensed have attained the minimal degree of competency necessary to ensure that the public health, safety, and welfare will be reasonably well protected. (10)

License is usually granted on the basis of an oral and/or written examination and is granted for a certain period of time after which the licensee may have his license renewed periodically by paying a fee. In most professions at the present time, there is no requirement for re-licensing based on taking another examination and the licensee who remains in good health and has not been convicted of a felony since receiving the original license is in most cases, issued a renewal as a routine matter.

> The main objectives of licensing laws are to control entrance into the occupation and to support and enforce standards of practice among licensed practitioners. The accomplishment of these objectives usually involves such activities as: (10)
>
> 1. Examination of applicants' credentials to determine whether their education, experience, and moral fitness meet statutory or administrative requirements.

2. Investigation of schools to determine whether the training programs meet requisite standards.
3. Administration of examinations to test the academic and practical qualifications of applicants to determine if preset standards are met.
4. Granting of licenses on the basis of reciprocity or endorsement to applicants from other States or Foreign countries.
5. Issuance of regulations establishing professional standards of practice; investigation of charges of violation of standards established by statute and regulation; suspension or revocation of violators' licenses; and restoration of licenses after a period of suspension or further investigation.
6. Collection of various types of fees.

Although two types of licensure, compulsory and voluntary have been and still are permitted in some states for some professions, compulsory licensure is fast becoming the norm in occupational licensing and thus covers most health professions. Compulsory licensing prohibits by statute the practice of that particular occupation by anyone who is not properly licensed.

"Nursing home" means any institution or facility defined as such for licensing purposes under State law, or, if State law does not employ the term nursing home, the equivalent term or terms as determined by the Secretary of Health, Education, and Welfare. (7)

"Nursing home administrator" means any individual who is charged with the general administration of a nursing home, whether or not such individual has an ownership interest in such home, and whether or not his functions and duties are shared with one or more other individuals. (7)

"License" means a certificate or other written evidence issued by a State agency or board to indicate that the bearer has been certified by that body to meet all the standards required of a licensed nursing home administrator under this section. (7)

"Provisional license" means a temporary license issued by the State agency or board to an individual who meets the conditions for waiver. (7)

"Continuing Education" means required hours of organized instruction following the obtaining of a "license" as a nursing home administrator.

"Core of knowledge" means the group of basic

subject areas in the field of nursing home administration, of which an individual should be well informed and have a working understanding, to qualify as a licensed administrator of a nursing home. (9)

"Course" the term course as used in this paper refers to an organized educational endeavor and maybe a workshop, conference, or seminar of one or more days duration or may be a series of "classes" meeting at specified times for a predetermined number of meetings. In general each course will cover a specified subject area.

Justification, Assumption, and Purpose

During the past year the author has been involved in the administration of a rather massive educational effort directed toward qualifying "provisionally licensed nursing home operators' for licensure in Missouri. During this twelve month period, fourty-three separate conferences were conducted with a total attendance of 2688 persons. (See Table IV, Chapter IV) In addition, eleven Community and/or State Colleges in Missouri offered courses designed to meet the needs of provisionally licensed nursing home administrators. (See Table V, Chapter IV) As P.L. 90-248 mandates a licensure program for all nursing home operators it is assumed that all states will have had some sort of educational program, aimed at meeting licensure requirements, in operation during this same time period. It is the purpose of this study

to explain in some detail the implementation of this program in Missouri and in lesser detail, ways in which other states have implemented educational programs designed to meet these requirements.

Although the basic requirements for licensure were to be met by July of 1972, it was assumed that continuing education would play a part in maintaining licensure in many states. It is the belief of the author that information gained in this study will be useful in the planning and administration of future educational efforts for nursing home administrators.

P.L. 90-248 also created a national advisory council on nursing home administration with the purpose of formulating a set of guidelines to be used in establishing training programs for nursing home administrators (9). The guidelines recommended by the council pertaining to core areas of knowledge were then published in the Federal Register (7). Financial penalties for failure to follow these quidelines were quite severe and it was assumed therefore, that states would substantially follow these guidelines as to core content in the implementation of the training program.

The nine core areas of knowledge singled out by the National Advisory Council as areas in which an administrator should be knowledgeable are:

1) applicable standards of environmental health and safety
2) local health and safety regulations
3) general administration
4) psychology of patient care
5) principles of medical care

6) personal and social care

7) therapeutic and supportive care and services in long-term care

8) departmental organization and management

9) community interrelationships

Limitations

This study was somewhat limited by the lack of response to inquiries from some states and the rather limited information obtained from other states. It was felt, however, that sufficient information had been obtained from enough different states to be meaningful. Requests for information were directed to the appropriate agency within each state (14). No information was available for three states as to the "appropriate agency" so only 47 states were actually contacted. Table 1 summarizes the number of information requests sent and the number of responses received.

TABLE #1

	Number Sent	Response Recieved	% Return
First letter to State Agency	47	31	66%
Second Letter to State Agency not replying to first letter	14	4	28%
Total number State Agencies contacted	47	36	76.6%
Follow-up letter and Questionnaire to Selected State Agencies responding to first and second letters	28	17	61%
Letter and Questionnaire to Nursing Home Association	47	23	49%

CHAPTER II

LITERATURE REVIEW

Prior to the mid nineteen-thirties most of the aged in this country lived alone, with a member or members of their family, or if they were among the many thousands of poor, in county or city alms houses, poor houses or poor farms. At best, conditions in these latter cases were barely tolerable. With the passage of the Social Security Act of 1935 money became available to many of those over 65 with which they could afford to pay for care. With the availability of such money the modern nursing home movement began. Small nursing-boarding homes began to appear throughout the country, usually operated with the intent of making a profit and operated in most instances by untrained persons. This state of affairs continued through the thirties and into the mid-forties. It was not until World War II had ended that the majority of states began to concern themselves with these new "health care facilities" and began to examine the adequacy of such facilities or to adopt any standards by which to judge the nursing home. By 1950, however, all states had adopted some form of licensure law for nursing home facilities. With the passage of the Kerr-Mills bill in 1951, federal matching funds for nursing home care were made available to states which established standards and inspection programs for nursing homes. In 1954 an amendment to the Hill-Burton law authorized federal monies for construction of skilled nursing home facilities meeting certain standards. (13)

In addition to the availability of federal funding several other factors, both economic and social, affected the rather phenominal increase in numbers and size of nursing homes during the past two decades. Some of these factors were: (13)

1) population growth;
2) increased longevity resulting in larger numbers of people in the older age categories;
3) increasing incidence of chronic disease in this aging population;
4) increasing urbanization, reducing both the size of family domiciles and the number of non-working family members available to care for the elderly and the incapacitated;
5) increased income levels;
6) increased availability of both governmental and private health insurance (18).

Table II, taken from the Nursing Home Fact Book, 1970-71, (13) shows quite clearly the growth in both numbers and size of nursing homes during the period 1954-1969.

TABLE II

Nursing Home Growth 1954-1969

	Homes	Beds	Average Beds/Home
1954.....	6,539	172,000	26.3
1961.....	9,582	331,000	34.5
1965.....	11,981	521,000	42.7
1966 (Jan. 1).....	13,151	583,415	44.3
1968 (Jan. 1).....	12,912	707,184	53.9
1969 (Jan. 1).....	13,047	762,465	58.4

Chart 1, p5, Nursing Home Fact Book 1970-71

It is natural that any industry undergoing the rapid growth enjoyed by the nursing home industry during this period would begin to feel the scrutiny of the public eye. Particularly is this true when federal funds are being used to support the industry. Consequently, during the first half of the 1960 decade the nursing home industry was investigated quite thoroughly by the sub-committee on aging of the Senate Committee on Labor and Welfare and by various other governmental committees, commissions and professional and private investigating groups. The committee report of the aforementioned subcommittee of the 86th Congress contained these words in the foreword: "The condition of American Nursing Homes has become a major problem of the aged and aging" (3). Extensive hearings were conducted into the problem by subsequent congressional committees and reports of these hearings were published by the 87th (15), 88th (16) (12), and 89th (14) Congresses. In all these hearings it was evident that despite federal and state guidelines and standards regarding nursing home facilities and care the plight of literally thousands and thousands of aged citizens was almost beyond belief.

It should be noted that during this time period the American Nursing Home Association, the American Hospital Association and the American Medical Association consistently sought the improvement of conditions in nursing homes and issued many additional guidelines and standards designed to improve the care being provided. Undoubtedly these efforts resulted in improved care for some of the countrys' aging, particularly in the larger nursing homes (13).

In 1969 The American Pharmaceutical Association published a study of nursing home standards (2). It was evident from reading this

study that very little progress had been made in the nine years since the United States Senate subcommittee on the problems of the aged and aging issued its first report on the conditions of American Nursing Homes.

In 1966, Senator Edward Kennedy introduced a bill, Senate bill 3384, designed to limit federal financial assistance otherwise applicable for the construction or operation of nursing homes, to nursing homes in states which have in effect a program which provides for the licensure of the operators of such homes and which meet certain other requirements (6).

In introducing this bill, Senator Kennedy remarked, "There can be no doubt that the administrative policies set up in each nursing home and the way they are carried out, relate directly to the quality of care received by the older person in the home." (1)

Although Senate Bill 3384 did not receive favorable action the 90th Congress did include the recommendations of this bill, substantially unchanged in Public Law 90-248, the Social Security Amendments of 1967 (17).

P.L. 90-248, Section 1908 (a) reads as follows:

> "For purposes of section 1902 (a) (29), a 'State program for licensing of administrators of nursing homes' is a program which provides that no nursing home within the State may operate except under the supervision of an administrator licensed in the manner provided in this section."

P.L. 90-248, Sections (b) and (c) then delinates the duties and functions of the appropriate state agency in the licensing of nursing home operators or administrators. These functions correspond quite closely with those listed under "Licensure" in the definitions section of this paper. Briefly stated they are as follows:

1) Develop, impose and enforce standards,

2) Develop and apply techniques to determine if applicants meet these standards,

3) Issue licenses to successful applicants,

4) Insure compliance with the standards,

5) Receive, investigate and act on complaints regarding failure to comply with standards,

6) Conduct a continuing study aimed at improvement in the field.

In addition the appropriate state agency in each state was instructed as follows:

> (d) No State shall be considered to have failed to comply with the provisions of section 1902 (a) (29) because the agency or board of such State (established pursuant to subsection (b) shall have granted any waiver, with respect to any individual who during all of the calendar year immediately preceding the calendar year in which the requirements prescribed in section 1902 (a) (29) are first met by the State, has served as a nursing home administrator, of any of the standards developed, imposed, and enforced by such board pursuant to subsection (b) (1) other than such standards as relate to good character or suitability if:
>
> (1) such waiver is for a period which ends after being in effect for two years or on June 30, 1972, whichever is earlier, and

(2) there is provided in the State (during all of the period for which waiver is in effect), a program of training and instruction designed to enable all individuals, with respect to whom any such waiver is granted, to attain the qualifications necessary in order to meet such standards.

(e) (1) There are hereby authorized to appropriated for fiscal year 1968 and the four succeeding fiscal years such sums as may be necessary to enable the Secretary to make grants to States for the purpose of assisting them in instituting and conducting programs of training and instruction of the type referred to in subsection (d) (2).

(2) No grant with respect to any such program shall exceed 75 per centum of the reasonable and necessary cost, as determined by the Secretary, of instituting and conducting such program. (12)

It is with part (2) sub-section (d) of this act, that this paper is primarily concerned.

CHAPTER III

RESEARCH DESIGN

Background

Public Law 90-248 (Social Security Amendments of 1967) and the guidelines as published in the Federal Register (7) are rather specific as to content coverage and course approval for educational courses designed to meet the requirements for licensure as nursing home administrators. States desiring to participate in Title XIX of the Social Security Act would, of necessity, follow these guidelines quite closely. Assuming this to be true, this research was designed to identify the methodologies and techniques employed in Missouri and other states in presenting the educational information, rather than to identify particular items of content.

A further assumption was that the various states would employ a highly diverse "faculty" in conducting this training. This assumption was based, in part, on the fact that there are few educational institutions which offer a regular academic program in the field of Nursing Home Administration and thus faculty would, of necessity, be drawn from a wide range of disciplines.

It was the feeling of the author that information gained from this study would be of benefit in planning future educational activities, not only for nursing home administrators but perhaps for other health related disciplines as well. Although PL 90-248 does not specify continuing education as a requirement to maintain a license once it is

received, many states and professional organizations are including such a requirement either in their licensure law, board rulings or as a requirement for maintaining active membership in a professional organization. The National Advisory Council on Nursing Home Administration does recommend continuing education in the guidelines.

Research Design

The first step in this study was a review of the literature relating to the education and training of Nursing Home Administrators. This literature included many committee reports from the U. S. Congress, issues of the Nursing Home Journal, texts on Health Care, and various laws and guidelines as passed by state legislatures. Titles of these publications are to be found in the reference listing at the end of this paper.

Following the literature review, a study of the Education and Training Program for Provisionally Licensed Nursing Home Administrators in Missouri and other states was conducted. Copies of selected correspondence and of the questionnaires used are included in the appendix.

CHAPTER IV

THE MISSOURI PROGRAM

Background

The May 1972 listing of licensed nursing homes in Missouri (11) contains a total of 433 such homes. These homes vary in size from a 5 bed facility to one institution containing 500 beds. They are located in 108 of the 114 counties in Missouri and in the city of St. Louis. These 433 licensed homes have a total of 27,432 beds.

TABLE III

Size of Licensed Nursing Homes in Missouri

Size (Number of Beds)	Number of Homes	% of Homes in Missouri	Number of Beds	% of beds in Missouri
25 or less	79	18%	1,364	4.50%
26-50	158	37%	6,878	25.25%
51-100	123	29%	8,288	30.25%
101 or more	73	16%	10,902	40.00%

As would be expected some of these homes are individual operations with a very minimal amount of non-family labor employed, while many of the homes have highly trained administrators and a large staff of skilled and experienced workers.

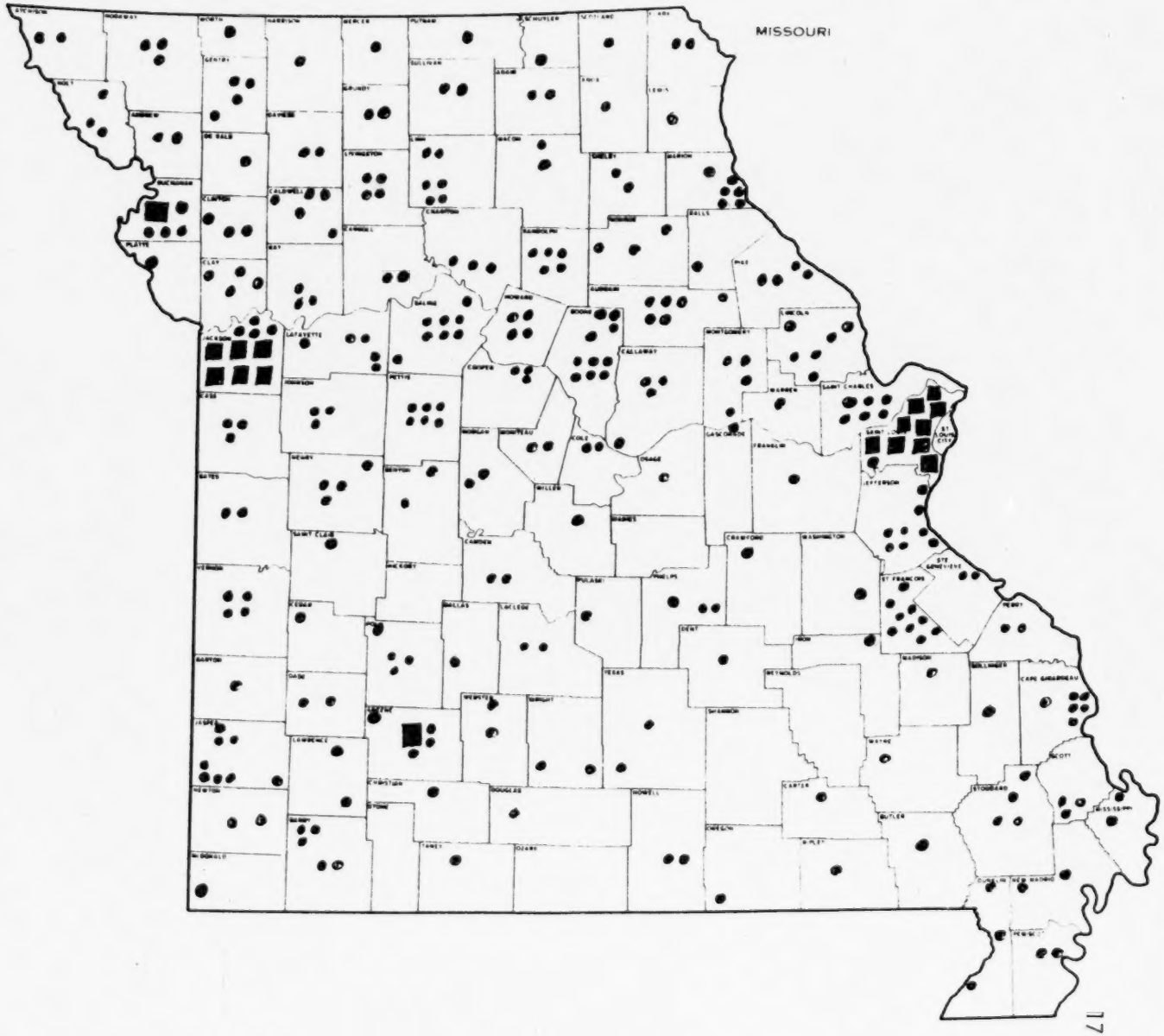
182 of these nursing homes or 42% of the homes in Missouri are located in the cities of St. Louis and St. Louis County, Kansas City and Jackson County, St. Joseph and Buchanan County and Springfield and Greene County. These 182 homes contain 16,124 beds or 59% of the total beds

FIGURE I

LICENSED NURSING HOMES IN MISSOURI

represents the location of one nursing home ●

represents ten nursing homes ■



in Missouri. These 4 county-city areas have a population of 2,696,561 or 58% of the 4,676,501 persons residing in Missouri (19).

Figure I shows the location of these 433 licensed nursing homes in Missouri.

The Program

The diversity in size of nursing homes; the isolated rural, the suburban and inner city locations of the homes; the wide differences in age, education, training and experience of the administrators and the differences in kinds and magnitude of problems faced by the administrators all had to be considered by those who were involved in planning the educational program for nursing home administrators in Missouri. The availability and suitability of faculty who were to teach in this program was also a problem. The program as adopted and presented is discussed in the remainder of this chapter.

In Missouri the primary approach to meeting the requirements of PL 90-248 has been the utilization of the conference or workshop methodology in presenting the content. The guidelines set forth by the national advisory council (an outline copy of the Missouri program is included in the appendix) have been followed quite closely. In addition to the conferences, twelve community and/or four year colleges have offered courses meeting some of the requirements for licensure. Table IV, shows the "conferences", dates, locations, hours credit, and numbers of provisionally licensed nursing home administrators attending conferences in Missouri. Table V shows the courses offered at the various colleges, numbers enrolled in these courses, college credit hours and contact hours of instruction.

TABLE IV

CONFERENCES IN MISSOURI

COURSE NAME	DATE	LOCATION	HOURS CREDIT	NUMBER ATTENDING
Psychology of Patient Care	9/22-23/71	Columbia	15	258
Psychology of Patient Care	10/19-20/71	St. Louis	15	31
Psychology of Patient Care	11/16-17/71	Kansas City	15	46
Health Facilities Safety	9-30;10-1/71	Springfield	10	50
Health Facilities Safety	10/4-5/71	Independence	10	41
Health Facilities Safety	10/6-7/71	Kansas City	10	51
Health Facilities Safety	10/11-12/71	Columbia	10	48
Health Facilities Safety	10/13-14/71	Kirksville	10	44
Health Facilities Safety	11/16-17/71	St. Louis	10	50
Health Facilities Safety	11/18-19/71	St. Louis	10	51
Health Facilities Safety	11/22-23/71	Cape Girardeau	10	53
General Administration	10/19-21/71	Columbia	16	59
General Administration	11/30;12-1/71	Columbia	16	60
General Administration	1/10-12/72	Kansas City	16	49
General Administration	1/12-14/72	Independence	16	44
General Administration	6/5-6-7/72	St. Louis	16	31
General Administration	6/7-8-9/72	St. Louis	16	49
General Administration	6/14-15-16/72	Springfield	16	50
Principles of Medical Care	12/8-10/71	Columbia	20	132
Principles of Medical Care	1/24-26/72	St. Louis	20	159
Principles of Medical Care	3/15-17/72	Springfield	20	60
Principles of Medical Care	4/12-14/72	Kansas City	20	95
Principles of Medical Care	5/10-12/72	Poplar Bluff	20	43
Financial Management	12/14/71	St. Louis	5	69
Financial Management	12/15/71	St. Louis	5	69
Financial Management	1/26/72	Sprinfield	5	47
Financial Management	1/28/72	Sikeston	5	14
Financial Management	5/11/72	Kansas City	5	40
Financial Management	5/12/72	Kansas City	5	29
Personal and Social Care	12/17/71	Columbia	5	54
Personal and Social Care	3/8/72	Kansas City	5	67
Personal and Social Care	4/25/72	St. Louis	5	54
Personal and Social Care	4/26/72	St. Louis	5	48
Departmental Organization	2/17/72	Columbia	5	65
Departmental Organization	2/24/72	Kansas City	5	72
Departmental Organization	4/20/72	St. Louis	5	114
Departmental Organization	5/18/72	Kansas City	5	27
Therapeutic & Supportive Care	3/27-29/72	St. Louis	16	101
Therapeutic & Supportive Care	5/15-17/72	Columbia	16	53
Therapeutic & Supportive Care	6/19-20-21/72	Kansas City	16	81
Community Interrelations	4/28-29/72	St. Louis	10	50
Community Interrelations	5/5-6/72	Columbia	10	29
Community Interrelations	5/26-27/72	Kansas City	10	51
		TOTALS	485	2,688

TABLE V

Participation of Missouri Colleges in
Health Facilities Organization and Management Training

	FALL 1971	SPRING 1972	TOTAL
Forrest Park(St. Louis)			
Nursing Home Administration I	36	17	53
Nursing Home Administration II	13	16	29
			82
Penn Valley Community College (Kansas City)			
Health Services Management #115	37	22	59
Health Services Management #116	11	29	40
			99
Drury College (Springfield)			
Hospital Organization and Management II	22		22
Hosptial Organization and Management III	17		17
			39
Mineral Area College (Flat River)			
Hospital & Nursing Home Administration	10	17	27
State Fair Community College (Sedalia)			
Hospital & Nursing Home Administration		51	51
Northeast Missouri State College (Kirksville)			
Health Facilities Management I	33	20	53
Southeast Missouri State College (Cape Girardeau)			
Health Facilities Management I	36		36
Health Facilities Management II		20	20
			56
Missouri Western College (St. Joseph)			
Health Services Organization and Management	66		66
Management in Health Facilities		42	42
			108
Missouri Southern College (Joplin)			
Health Facilities Management	27	16	43
Three Rivers Junior College (Poplar Bluff)			
Health Facilities Management	29		29
Missouri Baptist College (Hannibal)			
Health Facilities Management		28	28
Cancer Research Center and University of Missouri-Columbia Extension Division			
Management & Supervision in Health Facilities		20	20
	337	298	635

Note: All courses 3 cr. hrs. (48 contact hrs.)

As shown by Tables IV and V the program offered in Missouri was designed to meet the content guidelines of the National Advisory Council and to make it as convenient as possible for provisionally licensed nursing home administrators to attend the various offerings without driving great distances. Variations in length of the different conferences offered by the University of Missouri-Columbia is also evident as shown in Table VI. As nursing home administrators are extremely busy people an effort was made to schedule conferences so as to minimize amount of time away from job, particularly continuous time.

TABLE VI

LENGTH OF CONFERENCE

Length	Number of conferences
one day conference	14
two day conference	14
three day conference	15

The outline map of Missouri, Figure 2, emphasizes the accessibility and length factors of conferences held in Missouri. The top figures at each location show number of 1 day conferences, the middle figures show number of 2 day conferences, and the lower figures the number of 3 day conferences at each location. In parenthesis is shown the total contact hours of instruction offered at each location.

Figure 3 shows the locations of the two and four year colleges offering approved courses. The figures in parenthesis, immediately beneath each college name, indicate the number of contact hours offered at that location. Each 16 contact hours was equivalent to one college credit for those taking the course for credit.

FIGURE 2

LOCATION OF CONFERENCES

LOCATIONS

(1) Kansas City (x112 hours)
5 - one day conferences
3 - two day conferences
3 - three day conferences

(2) Independence (x26 hours)
1 - two day conference
1 - three day conference

(3) Kirksville (x10 hours)
1 - two day conference

(4) Columbia (x113 hours)
2 - one day conferences
3 - two day conferences
4 - three day conferences

(5) St. Louis (x138 hours)
5 - one day conferences
4 - two day conferences
4 - three day conferences

(6) Cape Girardeau (x10 hours)
1 - two day conference

(7) Sikeston (x5 hours)
1 - one day conference

(8) Poplar Bluff (x20 hours)
1 - three day conference

(9) Springfield (x51 hours)
1 - one day conference
1 - two day conference
2 - three day conference

x- number of hours of training offered at each location

FIGURE 3

LOCATIONS OF COLLEGES OFFERING APPROVED COURSES

COMMUNITY COLLEGES (X)
(Two year colleges)

1. Penn Valley -- Kansas City (192)
2. State Fair -- Sedalia (48)
3. Missouri Baptist -- Hannibal (48)
4. Forrest Park -- St. Louis (192)
5. Mineral Area -- Flat River (96)
6. Three Rivers Junior College -- Poplar Bluff (48)

FOUR YEAR COLLEGES [X]

7. Missouri Western -- St. Joseph (96)
8. Northeast Missouri State -- Kirksville (96)
9. Southeast Missouri State -- Cape Girardeau (96)
10. Drury College -- Springfield (96)
11. Missouri Southern -- Joplin (96)

OTHER △

12. Cancer Research Center -- Columbia (48)

Figure 4 shows the locations (■) where conferences were held and locations (●) of two and four year colleges which offered courses. ▲ shows the location of one special course offered by the Cancer Research Center in cooperation with the University of Missouri-Columbia Extension Division and approved for provisionally licensed administrators. ⦿ shows the locations of the course offered by the Missouri Nursing Home Association and approved by the State Licensure Board. The figures in parenthesis just beneath the various locations on the map are the total contact hours of instruction offered by all methodologies at that location.

Figure 5, shows the location of the 433 licensed nursing homes in Missouri in terms of distance from educational centers offering approved courses. A comparison of Figure 5 and 6 illustrates rather clearly the excellent coverage of the state in terms of location of course offerings. A study of the state highway map showed that the greatest direct road distance from a nursing home to the nearest course location was only one hundred miles. The circles shown on Figure 6 were drawn so they represent a radius of 50 miles from each of the locations where approved courses were offered. Only 29 of the licensed nursing homes in Missouri are located at a greater distance than the 50 mile radius from the site of one or more courses. These 29 homes represented only 6.7% of the homes in Missouri and only 5.6% of the licensed nursing home beds in Missouri. It is evident from this information that those engaged in planning the educational program in Missouri considered accessibility of site to be of prime importance in reaching the nursing home administrators. It is also evident from the information presented in Figure 5 and in Tables 4 and 5 that sufficient contact hours of

FIGURE 4

LOCATIONS OF TOTAL COURSE OFFERINGS

Approved college programs ●

conferences conducted by University of Missouri-Columbia, Medical Center and Extension Division ■

Course conducted by Cancer Research Center and University of Missouri-Columbia Extension Division ▲

Conference conducted by Missouri Nursing Home Association ⊙

Number of contact hours offered at each location (000)

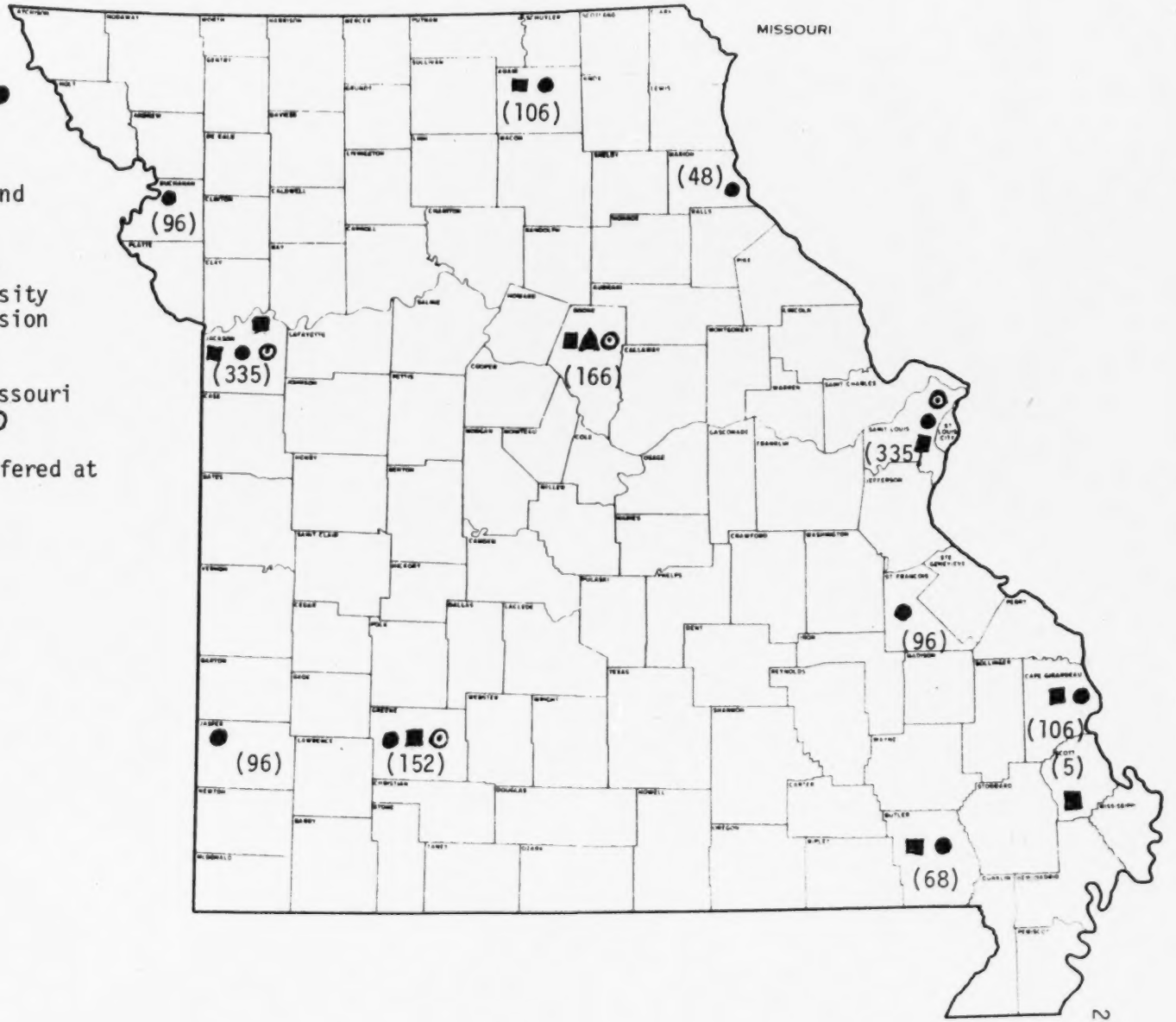
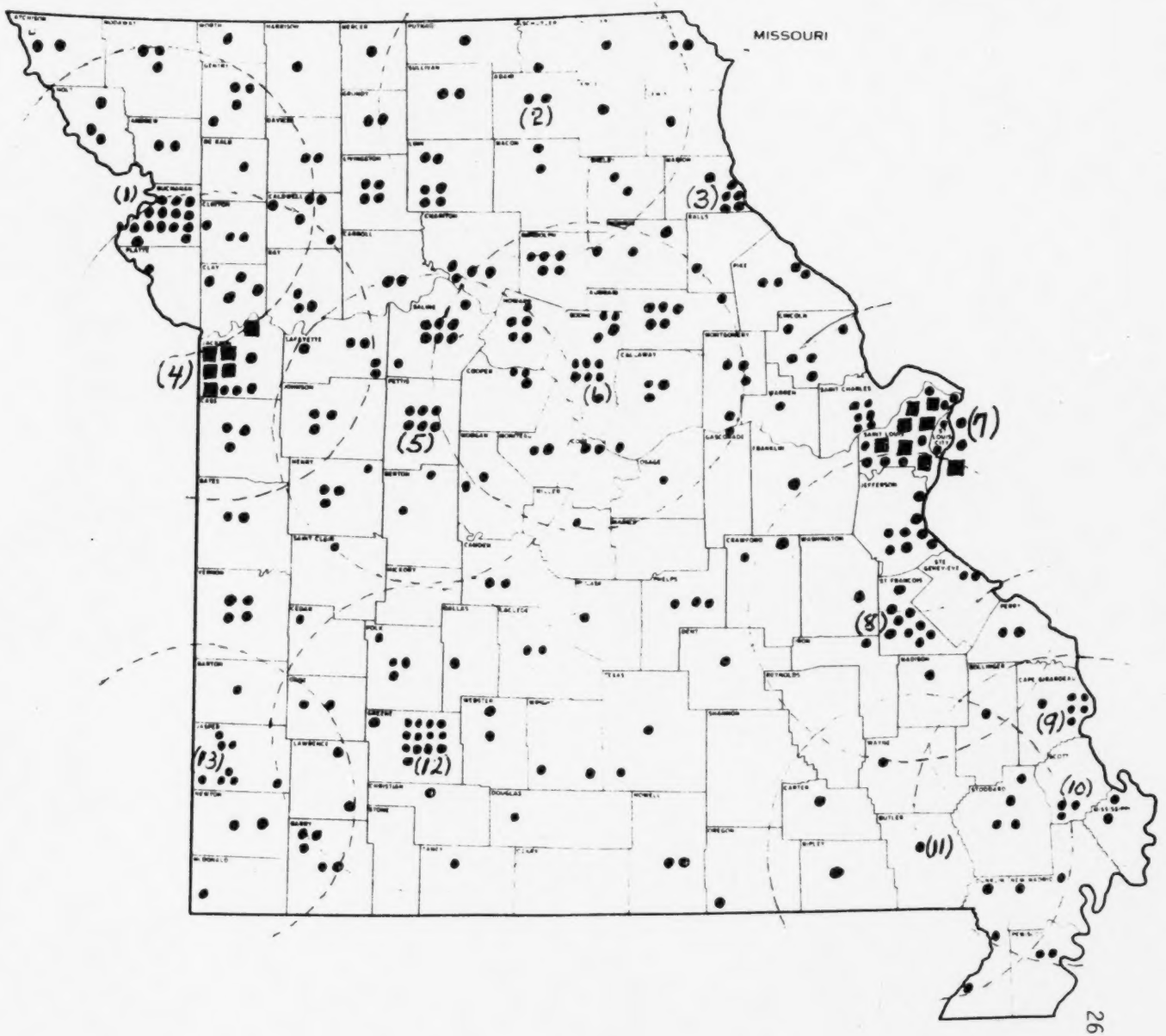


FIGURE 5

LOCATION OF NURSING HOMES AS RELATED TO EDUCATIONAL CENTERS

Educational Centers

1. St. Joseph
2. Kirksville
3. Hannibal
4. Kansas City
5. Sedalia
6. Columbia
7. St. Louis
8. Flat River
9. Cape Girardeau
10. Sikeston
11. Poplar Bluff
12. Springfield
13. Joplin



instruction in each of the nine core areas of knowledge deemed necessary for nursing home administrators was offered in most areas of the state.

Faculty

As mentioned earlier in this chapter the availability of qualified faculty was one of the considerations of those planning the Missouri program. It was determined quite early that faculty would need to be drawn from a wide variety of background of education, training, and experience if the nine core areas of knowledge were to be sufficiently covered in terms meaningful to the hundreds of nursing home administrators with their wide diversity of education, training, and experience.

Although availability of qualified faculty was the prime criterion used in faculty selections, consideration was also given in trying to locate faculty who would be near the educational centers where courses were offered. This was necessary in order to keep travel costs of faculty at a minimum level, consistent with the desire for quality instruction. Table VII shows the sources used in obtaining faculty for the conferences presented by the Univeristy of Missouri-Columbia.

As indicated in Table VII, 22 different sources of faculty was utilized. A total of 60 individual faculty was used, with 24 members of this faculty being members of the University of Missouri-Columbia faculty and 36 members of the faculty coming from non-University sources.

TABLE VII

Sources of Faculty

University and/or College Health Services Programs
Schools of Medicine
Schools of Nursing
Schools of Business and Public Administration
Schools of Social Work
Nursing Home Administrators
Medical Record Librarians
Hospital Administrators
Certified Public Accountants
Registered Dietitians
Veteran's Administration Hospital
Medical Social Workers
Hospital Therapists
State Division of Health
Department of Parks and Recreation
Social Security Administration
Judges of Probate Courts
Others:
ITT Safety Engineering Team
IBM Computer Systems Analysis
Practicing Attorney
Ministers
Volunteer Program Directors

Techniques

Skilled teachers use many techniques in presenting information to students. In the Missouri program for Nursing Home Administrators the following listed techniques were used:

Lecture
Panel Discussion
Group Discussion
Slide Presentations

Films
Closed Circuit T.V.
Role Playing
Question and Answer Sessions
(Both written and oral questions were used)

Summary

Figures indicating the number of individual nursing home administrators who obtained the minimum 40 hours of instruction required of the provisionally licensed administrators to qualify for a license are not yet available. Nor is it yet possible to determine the proportions of administrators who qualified by the various differing methodologies. These figures when available will be useful in planning future continuing education activities for nursing home administrators.

It is evident that the Missouri Program for provisionally licensed nursing home administrators followed the guidelines of the national advisory council quite closely; that location of course offerings were planned to minimize travel, expense and time away from the job on the part of the administrators, and that sound educational practice was followed in the choice of methodologies faculty and techniques used.

An abbreviated copy of one program in each of the nine core areas of knowledge is included in the appendix. Information concerning actual topics and individual faculty is contained in these programs.

CHAPTER V

OTHER STATE PROGRAMS

As indicated in Table I, Chapter I, 47 states were contacted for information. Replies were received from 36 states or 76.6% (per cent). Information received was in the form of letters, brochures, booklets, copies of state licensing laws and regulations and as answers to items on two separate questionnaires. Examples of letters and questionnaires will be found in the appendix.

As would be expected not all states answered all the items on the questionnaire and many states did not supply samples of brochures or other literature relative to programs in the state.

It will be recalled from Chapter IV that in Missouri, the University of Missouri-Columbia, 4, four year colleges and 8, two year community colleges were involved in offering courses approved for nursing home administrators. Table VIII contains information relative to the reported involvement of these types of institutions in other states.

TABLE VIII

Number of States Reporting University Programs	15
Number of University Programs Reported	26
Number of States Reporting 4 Year College Programs	6
Number of 4 Year College Programs Reported	13
Number of States Reporting 2 Year College Programs	4
Number of 2 Year College Programs Reported	22

Information received from some states indicates that some programs offered by a University were actually held on a campus of a two or four year college. These programs are shown in Table VIII as University programs, however.

13 states responded to the items regarding the number of approved courses offered in the state. Table IX shows this distribution.

TABLE IX

Number of Courses Offered	Number of States Reporting
0-5	7
6-10	1
11-15	0
16-20	0
21-25	2
26 and above	3

The highest number of courses offered and reported was 66 and three states reported offering only 1 course. One state reported, "The Board has not approved any courses under the act," the Act in question being PL 90-248. In Missouri a total of 72 courses were offered.

Five states reported approval of professional organizations offering courses and eight states have approved home study courses. Among the professional and educational organizations listed as being approved to offer courses are:

> American Nursing Home Association; American College of Nursing Home Administrators; Protestant Health Assembly; C. W. Post Community Health Administration Institute; Catholic Hospital Association; American Association of Homes for the Aging; National Geriatric Society; Huxley Institute for Biosocial Research; American Hospital Association; American College of Hospital Administrators; Midwest Health Congress; City Fire

Departments; Health Maintenance Association; Employers Council; State Nursing Home Association; Regional Medical Programs; State Division of Health; I.T.T. and Health Care Facility Consultants.

Eleven states indicate that approved courses were set up specifically to meet the licensure requirements of nursing home administrators. Those states reporting approval of general rather than specific courses indicated that the audience included, in addition to provisionally licensed nuring home administrators, hospital administrators, nurses, physicians, office managers, secretaries, and others.

One of the purposes of this study was to determine the methodologies being used to meet the needs of provisionally licensed nursing home administrators. Table X reports this data.

TABLE X

Methodology	Number of States Reporting Use
Conference	6
Workshop	6
Seminar	6
Symposium	1
*Internship	1

*Literature supplied by several states indicates that some form of internship or administrator in training program is followed in these states.

The lecture technique of delivering educational information seems to be the most commonly used technique among the states reporting. Table XI shows the techniques used and/or frequency of use as reported in this study.

TABLE XI

Techniques	Number of States Reporting Usage
Lecture	14
Films	7
Slides	7
Panel Discussion	7
Field Trip (Observe Nursing Home Operation)	3
Closed Circuit T.V.	3

Three states report using the lecture technique alone; one state used lecture and closed circuit T.V.; one state used lecture and slide presentation and one state used lecture and a field trip to observe nursing home operations.

Sources of faculty were highly diversified as indicated in Table XII.

TABLE XII

Number of States Reporting	Sources of Faculty
14	Faculty of University and/or College Health Services Programs
10	Schools of Nursing
6	Schools of Medicine
10	Practicing Physicians
13	Practicing Nursing Home Administrators
9	Schools of Business and/or Administration
5	Schools of Social Work
5	Hospital Administrators
9	Accountants
9	Dietitians
10	Nurses
8	Therapists
6	Social Workers
5	Others

Two states reported that faculty came from only two sources, College and/or University Health Services Programs and practicing nursing home administrators; one state used only faculty from College and/or University Health Services Programs and one state used faculty only from a commercially operated consulting firm.

Forty percent of the states responding to the item concerned with geographic locations of courses within the state indicate courses were held in all "quarters" of the state. Two states conducted courses in only one location within the state and one state reported courses being held in 15 different locations and one state utilized 25 locations.

Only 4 states report traveling distances greater than 100 miles as the greatest distance a nursing home administrator would have had to travel to attend an approved course. The greatest distance reported was 300 miles and the smallest distance was 30 miles.

TABLE XIII

Number of States Reporting	Length of Courses Offered
1	one half day
6	one day
4	two days
2	three days
1	one week
2	two weeks
6	entire 100 hours offered in 1 continuous block
7	other Regular academic Semester 3 hour evening sessions 1 week per month for 3 months 3 days per month for 4 months 2-16 week semesters 2 1/2 hrs. per week (evening) for 10 weeks

Requirements for continuing education vary greatly from state to state. The national advisory council on nursing home administration had recommended continuing education in the amount of 15 contact hours per year in their model law and 6 of the states reporting have adopted this as their requirement. Altogether 19 states reported continuing education requirements. These requirements are shown in Table XIV.

TABLE XIV

Hours Continuing Education Required	Number of States Reporting this Requirement
10	1
12	3
15	6
18	1
20	2
24	1
25	2
50	1
Required but no hours specified	1
*Points required	50

*The requirement in one state is shown in points with point value assigned to each approved program. Point values vary from 1/2 point per hour for self-instruction to as high as 2 points per hour for some conferences and 4 points for each graduate credit hour.

Several states indicate that no determination has been made as to continuing education requirements but that this problem is under study.

Only two of the 23 nursing home associations responding to the questionnaire listed continuing education as a requirement for

maintaining active membership in the association. However, 20 of the 23 indicated that their association had conducted or sponsored an educational conference, workshop or seminar designed to meet the needs of nursing home administrators during the past year. In fact these 20 associations had presented 126 such activities during this period. Table XV shows the distribution by states.

TABLE XV

Educational activities of Associations

Number of Activities	Number of Associations
1	3
2	3
3	5
4	2
5	1
6-10	4
20	1
42	1

CHAPTER VI

SUMMARY, CONCLUSIONS, IMPLICATIONS

The Missouri Program

The Missouri program for provisionally licensed nursing home administrators followed the guidelines of the national advisory council, offering several educational opportunities in each of the 9 core areas of knowledge with these offerings presented in all sections of the state. A variety of techniques, methodologies and faculty was utilized.

Due to a number of different reasons some provisionally licensed nursing home administrators failed to attend the full 40 hours of classroom instruction required in the 9 core areas of knowledge prior to July 1, 1972 and thus were not eligible for a license. Missouri has scheduled a "make-up" session in order to assist these administrators to meet the 40 hour requirement.

It is the opinion of the author that the Missouri program was of generally high quality, meeting not only needs defined by legislation but needs felt by the administrators themselves. Evidence supporting this conclusion can be found in the fact that a large number of nursing home administrators continued to attend continuing education courses even after the 40 hour requirement was met. This interest has implications for future programming and it is the belief of the author that the field of nursing home administration will be fertile ground for continuing education in the years ahead.

Other State Programs

All states responding to the requests for information concerning educational programs for nursing home administrators have, as it was assumed they would, followed the guidelines regarding the 9 core areas of knowledge. The majority of states responding have utilized a variety of techniques, methodologies and faculty in presenting the programs. Likewise, the majority have offered programs in most geographic areas of their state. It seems to the author, however, that too many states have been lax in the number of courses offered and in the number of locations utilized. As discussed earlier it is difficult for the nursing home administrator to travel great distances or to be gone from the nursing home for any extended period of time. Failure to offer a large number of courses, of varied length and in all sections of the state is, in the authors opinion, a failure on the part of those planning the program to give due consideration to the realities of nursing home administration.

Several states seem to have made real attempts to utilize existing programs of continuing education to meet the needs of nursing home administrators. The author feels that this is a good approach provided the subject matter can be presented in a way meaningful to nursing home administrators. It would seem reasonable that programs could be offered in more locations, thus being more convenient and less costly if other health professionals and/or other professional persons attended along with nursing home administrators.

It is difficult to predict the direction, form and substance of educational programming for nursing home administrators in the future. It is evident from a study of many state laws, licensing board regula-

tions and professional guidelines that increased emphasis will continue to be placed on education as it relates to nursing home administration. Many states have or are in the process of adopting such requirements as an associate degree, bachelors degree and even a masters degree in order for a person to qualify for a license as a nursing home administrator in the years ahead. As discussed earlier, requirements for continuing education are being written into state law and/or regulation in more and more states.

Back in 1966 Senator Kennedy said that there can be no doubt that the administrative policies set up in each nursing home and the way these policies are carried out has a direct bearing on the quality of care delivered in that home. This author believes there is a direct relationship between administrative policies, how the policies are carried out and the education, training, and experience of those responsible for determining these administrative policies. If this statement is true, then there should be a corresponding increase in the quality of care received by the aged persons who reside in nursing homes throughout the United States.

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REFERENCES

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APPENDIX

March 14, 1972

SAMPLE STATE AGENCY LETTER

As an Instructor of Extension Education, Office of Continuing Medical Education I have been working with educational programs designed to meet the licensure requirements of Nursing Home Administrators. It would be very helpful to me in this work if I had available, descriptive materials concerning similar programs in your state.

Although the National Advisory Council on Nursing Home Administration recommended a set of "Guidelines" to be used in educational programs for Nursing Home Administrators, the various states have implemented these programs in varying ways. It seems to me that some sort of a summary of this implementation would be beneficial to all those engaged in providing this educational service.

Materials which describe this implementation, such as State Guidelines, Course Outlines, Program Brochures, etc., will likely contain the desired information. I will appreciate it very much if you can supply such materials to me or, if you cannot, perhaps you can direct me to the person or persons in your state that can do so.

All information received will be summarized and a copy of the summary will be sent to you.

As I cannot anticipate the amount of material you may wish to send, I have enclosed two business reply envelopes for your convenience in answering.

Thank you very much for your assistance in this matter.

Sincerely,

John L. Mowrer
Instructor, Extension Education
Continuing Medical Education

gmb

Enclosures - business reply envelopes

April 27, 1972

SAMPLE FOLLOW-UP LETTER TO STATE AGENCIES

In March, I sent you a letter requesting your assistance in gathering data concerned with education and training programs in your state aimed toward meeting the licensing requirements for nursing home administrators as set forth by P.L. 90-248 (Social Security Amendments in 1967). A copy of the original letter is attached.

I realize that you are very busy, or perhaps the letter did not reach you. I am taking the liberty of writing you again as the information gathered will be more meaningful if all states are represented. Perhaps the original letter was not explicit enough in explaining the information desired. I am interested primarily in how the training and continuing education needs of nursing home administrators is being met in your state. What institutions and organizations are involved in offering this training and/or education? What techniques are involved--short courses, seminars, credit courses, etc.? Where are they held? In other words, information which will give a descriptive picture of what is going on in your state in the area of nursing home adminstrator training?

I will appreciate very much your furnishing this information. For your convenience, I have enclosed a business reply envelope.

Sincerely,

John L. Mowrer
Instructor, Extension Education
Office of Continuing Medical Education

JLM:gmb

Enclosure

June 12, 1972

SAMPLE LETTER SENT STATE AGENCIES RESPONDING

Thank you very much for the information you supplied in response to my letter of March 14, 1972, regarding educational opportunities for provisionally licensed nursing home administrators in your state. The information is very helpful.

Based on the materials received from various states I have been able to design a very short questionnaire which when completed will furnish the necessary information needed to complete my study.

Please accept my sincere thanks for your time and effort already spent in answering my inquiries and for the few moments necessary to answer the enclosed questionnaire. For your convenience I have included a business reply envelope.

Sincerely,

John L. Mowrer
Instructor, Extension Education
Office of Continuing Medical Education

JLM:gmb

SAMPLE STATE AGENCY QUESTIONNAIRE

****

NURSING HOME ADMINISTRATOR

EDUCATIONAL COURSE QUESTIONNAIRE

The term course as used in this questionnaire refers to an organized educational endeavor and may be a workshop, conference or seminar and, may be one day or less in duration or may be several days in duration or may be a series of "classes" meeting at specified times for a predetermined number of meetins. In general each course will cover a specified subject area.

1. Please indicate the approximate number of courses, designed to assist in meeting licensure requirements for Nursing Home Administrators, held in your state during the period 1970-71, 1971-72.

   _____

2. Number of different Universities and/or colleges offering approved courses in your state.

   Universities _____
   Four year Colleges _____
   Two year Colleges _____

3. Number of professional organizations offering approved courses.

   _____

4. Number of different home study courses approved. _____

5. What other courses were approved by your state. Please list.

6. Were the majority of the approved courses set up specifically to meet licensure requirements? _____Yes _____No.

   If no, what other professionals, other than nursing home administrators, were in attendance at these courses?

   ___Hospital Administrators
   ___Nurses
   ___Physicians
   ___Office managers
   ___Secretaries
   ___Other

7. Indicate the "methodologies" and/or "techniques" used in presenting the approved courses.

___Conference
___Workshop
___Seminar
___Slide presentation
___Films
___Field trip (observing nursing home operations)
___Panel discussion
___Lecture
___Internships
___Symposium
___Closed circuit T.V.

8. Indicate sources of faculty for courses. Check as many as applicable.

___Faculty of University and/or College Health Services Programs
___Schools of Nursing
___Schools of Medicine
___Practicing Physicians
___Practicing Nursing Home Administrators
___Schools of Business and/or Administration
___Schools of Social Work
___Hospital Administrators
___Accountants
___Dietetians
___Nurses
___Therapists
___Social workers
___Others

9. If your state were divided into 4 areas approximately equal in area, would some courses have been held in each area? ___Yes ___No.

If no, in how many areas were courses held?
___1; ___2; ___3

10. Approximately what was the farthest distance a nursing home administrator would have had to travel in order to attend an approved course?

11. Indicate the length(s) of courses held. You may check as many lengths as appropriate.

___one half day
___one day
___two days
___three days
___one week
___two weeks
___entire 100 hours offered in 1 continuous block
___other (list)

April 27, 1972

SAMPLE NURSING HOME LETTER

I am an instructor in Extension Education here at the University of Missouri-Columbia, and have been involved in the administration of Continuing Education Programs for Nursing Home Administrators in Missouri. In an attempt to determine just how the various states have chosen to implement training and educational programs designed to meet the requirements of P.L. 90-248, I have been in correspondence with the licensure boards of all states and have received much information from a majority of states.

As an association, I realize that you have probably had educational and training programs designed to meet the same requirements. It would be helpful if you would consent to complete the enclosed questionnaire and return it to me in the business reply envelope enclosed.

I propose to summarize the information received from the various states. I believe this information will be of value in future planning and I will make this summary available to all those who participate in the survey. Thank you for your time and effort.

Sincerely,

John L. Mowrer
Instructor, Extension Education
Office of Continuing Medical Education

JLM:gmb

Enclosure

QUESTIONNAIRE

Educational Programs for Nursing Home Administrators
Designed to Meet Requirements for Licensure

1. Has your association conducted or does it plan to conduct education and training programs designed to meet the needs of nursing home administrators during the period July 1, 1971 through June 30, 1972? ___Yes ___No

2. If yes, how many such programs have you conducted? ___Workshops; ___Seminars; ___Conferences; ___Other (home study, etc.)

3. What accreditated university or college jointly sponsored these programs? Please list.

4. How many total hours of credit toward licensure could be earned by attending these courses? _____

5. Approximately how many nursing home administrators were in attendance at these programs? Total ___ Number of different individuals _____

6. Approximately how many nursing home administrators are there in your state attempting to meet licensure requirements? _____

7. Does your association require continuing education credit for active association membership? ___Yes ___No

8. In addition to programs offered jointly by your association and an accreditated university or college, have other associations, organizations or institutions offered such programs in your state? Please list.

9. If available, please attach copies of program brochures showing faculty, topics, etc.

10. A. Name and Address of association responding to this questionnaire.

10. B. Name, address and title of person completing the questionnaire.

OUTLINE

MISSOURI NURSING HOME ADMINISTRATOR

EDUCATIONAL PROGRAM

Following is a tentative schedule of short courses and conferences planned which will make available to administrators of nursing homes 100 classroom hours of licensure board approved instruction in the 9 core subjects areas set forth in the Federal Register governing training and licensure:

SUBJECT	HOURS	DATES	LOCATION
1. General Administration (16 hours)	12:00 T - 12:00 Th	19-21 Oct. 1971	Columbia
	12:00 T - 12:00 Th	16-18 Nov. 1971	Columbia
	12:00 M - 12:00 W	10-12 Jan. 1972	Kansas City
	12:00 W - 12:00 F	12-14 Jan. 1972	Kansas City
	12:00 M - 12:00 W	5- 7 June 1972	St. Louis
	12:00 W - 12:00 F	7- 9 June 1972	St. Louis
2. Departmental Organization (16 hours)			
a. Department Organization (5 hours)	9:00 - 4:00 Th	17 Feb. 1972	Columbia
	9:00 - 4:00 Th	24 Feb. 1972	Kansas City
	9:00 - 4:00 F	25 Feb. 1972	Kansas City
	9:00 - 4:00 Th	20 April 1972	St. Louis
	9:00 - 4:00 F	21 April 1972	St. Louis
b. Nursing (6 hours)	12:00 - 9:00 M	6 Mar. 1972	St. Louis
	12:00 - 9:00 W	8 Mar. 1972	St. Louis
	12:00 - 9:00 W	17 May 1972	Columbia
	12:00 - 9:00 M	19 June 1972	Kansas City
	12:00 - 9:00 W	21 June 1972	Kansas City
c. Financial Management (5 hours)	9:00 - 4:00 T	14 Dec. 1971	St. Louis
	9:00 - 4:00 W	15 Dec. 1971	St. Louis
	9:00 - 4:00 T	25 Jan. 1972	Springfield
	9:00 - 4:00 Th	27 Jan. 1972	Sikeston
	9:00 - 4:00 Th	25 May 1972	Kansas City
	9:00 - 4:00 F	26 May 1972	Kansas City
3. Community Interrelations (10 hours)			
a. Public Relations (5 hours)	9:00 - 4:00 T	21 Mar. 1972	Kansas City
	9:00 - 4:00 Th	23 Mar. 1972	Kansas City
	9:00 - 4:00 T	2 May 1972	St. Louis
	9:00 - 4:00 Th	4 May 1972	St. Louis
	9:00 - 4:00 Th	15 June 1972	Columbia

SUBJECT	HOURS	DATES	LOCATION
b. Community Resources (5 hours)	9:00 - 4:00 W	22 Mar. 1972	Kansas City
	9:00 - 4:00 F	24 Mar. 1972	Kansas City
	9:00 - 4:00 W	3 May 1972	St. Louis
	9:00 - 4:00 F	5 May 1972	St. Louis
	9:00 - 4:00 F	16 June 1972	Columbia
4. Environmental Health (5 hours)	9:00 - 9:00 Th	30 Sept. 1971	Springfield
	9:00 - 9:00 M	4 Oct. 1971	Kansas City
	9:00 - 9:00 W	6 Oct. 1971	Kansas City
	9:00 - 9:00 M	11 Oct. 1971	Columbia
	9:00 - 9:00 W	13 Oct. 1971	Kirksville
	9:00 - 9:00 M	16 Nov. 1971	St. Louis
	9:00 - 9:00 T	18 Nov. 1971	St. Louis
	9:00 - 9:00 Th	22 Nov. 1971	Cape Girardeau
5. Local Health and Safety (5 hours)	9:00 - 4:30 F	1 Oct. 1971	Springfield
	9:00 - 4:30 T	5 Oct. 1971	Kansas City
	9:00 - 4:30 Th	7 Oct. 1971	Kansas City
	9:00 - 4:30 T	12 Oct. 1971	Columbia
	9:00 - 4:30 Th	14 Oct. 1971	Kirksville
	9:00 - 4:30 T	17 Oct. 1971	St. Louis
	9:00 - 4:30 W	19 Nov. 1971	St. Louis
	9:00 - 4:30 F	23 Nov. 1971	Cape Girardeau
6. Psychology of Care (8 hours)	8:00 W - 10:00 Th	22-23 Sept. 1971	Columbia
	8:00 T - 10:00 W	19-20 Oct. 1971	St. Louis
	8:00 Th- 10:00 F	21-22 Oct. 1971	St. Louis
	8:00 T - 10:00 W	16-17 Nov. 1971	Kansas City
	8:00 Th- 10:00 F	18-19 Nov. 1971	Kansas City
7. Principles of Medical Care (20 hours)	12:00 W - 4:30 F	8-10 Dec. 1971	Columbia
	12:00 W - 4:30 F	19-21 Jan. 1972	St. Louis
	12:00 M - 4:30 W	24-26 Jan. 1972	St. Louis
	12:00 W - 4:30 F	15-17 Mar. 1972	Springfield
	12:00 W - 4:30 F	5- 7 Apr. 1972	Kansas City
	12:00 W - 4:30 F	12-14 Apr. 1972	Kansas City
	12:00 W - 4:30 F	10-12 May 1972	Poplar Bluff
8. Personal and Social Care (10 hours)			
a. Part I: Resident & Patient Care Planning, Activity Programming, Rehabilitation and Restorative Activities (5 hours)	9:00 - 4:00 F	17 Dec. 1971	Columbia
	9:00 - 4:00 W	8 Mar. 1972	Kansas City
	9:00 - 4:00 T	9 Mar. 1972	Kansas City
	9:00 - 4:00 T	25 Apr. 1972	St. Louis
	9:00 - 4:00 W	26 Apr. 1972	St. Louis

SUBJECT	HOURS	DATES	LOCATION
b. Part II: Environmental Adjustment and the Interdisciplinary Interpretation of Patient Care (5 hours)	10:00 - 4:30 Th	23 Sept. 1971	Columbia
	10:00 - 4:30 W	20 Oct. 1971	St. Louis
	10:00 - 4:30 F	22 Oct. 1971	St. Louis
	10:00 - 4:30 W	17 Nov. 1971	Kansas City
	10:00 - 4:30 F	19 Nov. 1971	Kansas City
9. Therapeutic and Supportive Care (10 hours)	9:00 T - 12:30 W	7- 8 Mar. 1972	St. Louis
	9:00 Th- 12:30 F	9-10 Mar. 1972	St. Louis
	9:00 Th- 12:30 F	18-19 May 1972	Columbia
	9:00 T - 12:30 W	20-21 June 1972	Kansas City
	9:00 Th- 12:30 F	22-23 June 1972	Kansas City

HEALTH FACILITIES SAFETY MANAGEMENT SEMINAR

FIRST DAY

A.M.	
9:00	Registration and Coffee
9:30	Orientation - A discussion of the health facilities safety problem, its causes and solutions.
10:30	Organization - How to administer a health facilities safety program.
11:30	The Occupational Safety and Health Act of 1970 - What it means to health facilities.
12:30	Lunch
P.M.	
1:30	Accident Causes - A discussion of unsafe acts and conditions.
2:30	Hazard Recognition - How to recognize some common and uncommon hazards.
4:30	Recess.

EVENING PROGRAM

P.M.	
6:00	"Role of Environmental Control of the Total Environment"
6:30	"Hygiene and Sanitation"
7:15	"Epidemiology and Control of Communicable Diseases"
8:00	"Management of Isolation and Infection Control"
9:00	Adjourn

SECOND DAY

A.M.	
9:30	Hazard Control - A workshop on methods for controlling health facility hazards.
11:30	Accident Reporting - A discussion of the new requirements for reporting accidents.
12:30	Lunch
P.M.	
1:30	Fire Prevention and Protection - How to develop fire safety programs and understand codes and standards.
3:30	Safety Problem Solving - A workshop employing a new technique.
4:30	Summary, Discussion, Questions, Adjourn.

FACULTY

MR. EDWIN M. HACKET, Manager, Safety Training, International Telephone and Telegraph, Paramus, New Jersey.

MR. JAMES R. REILLY, Assistant Manager, Safety Training, International Telephone and Telegraph, Paramus, New Jersey and Editor, The Hospital Safety Bulletin.

MR. HAROLD KANE, Instructor, Graduate Studies in Health Service Management, University of Missouri-Columbia.

Additional faculty will be drawn from various sources in each location the course is to be held.

GENERAL ADMINISTRATION

SUPERVISORY MANAGEMENT

For the Long-Term Care Administrator

FIRST DAY

P.M.	Presiding - Mr. Kane
12:00	Registration
1:00	History of Management Thought -- Dr. Adam
2:00	Motivation -- Dr. Adam
2:50	Coffee Break
3:00	Organization and Overview of the Managerial Process -- Dr. Cecil
4:00	Planning, Organizing, and Setting Objectives -- Dr. Cecil
5:00	Evening Break
7:00	Case Studies in Planning, Organizing, and Motivating (Discussion groups with group leaders)

SECOND DAY

A.M.	
8:30	Communication -- Dr. Irvin
9:30	Employee Evaluation -- Dr. Cecil
10:20	Coffee Break
10:30	Attitudes and Attitude Change -- Dr. Cecil
11:30	Lunch Break (on your own)
P.M.	
12:30	Controlling: The Decision Making Process -- Dr. Adam
1:30	Case Studies and Communications Skills Practice

THIRD DAY

A.M.	
8:30	Behavioral Change and Resistance to Change -- Dr. Adam
9:30	Leadership and Supervisory Style -- Dr. Adam
10:20	Coffee Break
10:30	Overview of Supervisory Management - Panel: Dr. Adam, Dr. Cecil, Dr. Irvin

ABOUT THE CONFERENCE

PURPOSE: This 16-hour course is designed to improve the care of the long-term patient by increasing effectiveness and efficiency in supervisory management. It has the added purpose of bringing together administrators of long-term care facilities to encourage an interchange of ideas and problem solving techniques.

UNIVERSITY OF MISSOURI FACULTY

EVERETT ADAM, Jr., D.B.A., Assistant Professor of Management, School of Business and Public Administration.

EARL A. CECIL, D.B.A., Assistant Professor of Management, School of Business and Public Administration.

JAMES A. IRVIN, Ph.D., Assistant Professor, Graduate Studies in Health Services Management.

HAROLD M. KANE, M.A., Instructor, Graduate Studies in Health Services Management.

DAVID SWENSON, M.D., Counselor, Testing and Counseling Service.

HEALTH FACILITIES ORGANIZATION AND MANAGEMENT

"PSYCHOLOGY OF PATIENT CARE AND PERSONAL AND SOCIAL CARE"

FIRST DAY

A.M.

8:00	Registration and Coffee
	Presiding: Mr. Kane
8:30	Orientation to Program and Objectives -- Dr. Bohm and Dr. Austrin
9:30	"Environmental Adjustment: Interrelations Between Patient and Patient; Between Patient and Family and Friends; Between Patient and Administrator; Between Patient and Patient Management Groups"
10:30	Coffee
10:40	"Environmental Adjustment" Continued.
12:00	Lunch (on your own)

P.M.

1:00	"Interdisciplinary Interpretation of Patient Care to: the Patient; the Staff; and the Family" -- Dr. Bohm and Dr. Austrin
2:30	Coffee
2:40	"Interdisciplinary Interpretation" Continued.
4:00	"Motivation"
5:00	Adjourn

SECOND DAY

A.M.

8:00	Coffee
	Presiding: Mr. Kane
8:30	"Psychology of Patient Care: Anxiety, Depression, and Separation Reaction" -- Dr. Bohm and Dr. Austrin
10:30	Coffee
10:40	"Psychology of Patient Care" Continued.
12:00	Lunch (on your own)

P.M.

1:00	"Psychology of Patient Care" Continued.
2:30	Coffee
2:40	"Psychology of Patient Care" Continued.
3:30	"Effects of Drugs and Alcohol" -- Dr. Bohm and Dr. Austrin
4:00	Discussion and Evaluation
4:30	Adjourn

FACULTY

HARVEY R. AUSTRIN, Ph.D. -- Professor of Psychology, and Director of Clinical Training, Department of Psychology, St. Louis University, St. Louis, Missouri.

KENNETH H. BOHM, Ph.D. -- Director, Human Relations Laboratory, St. Louis Veterans Administration Hospital, Jefferson Barracks Division, St. Louis, Missouri.

JAMES A. IRVIN, Ph.D. -- Assistant Professor, Graduate Studies in Health Services Management, University of Missouri-Columbia, Columbia, Missouri.

HAROLD M. KANE, M.A. -- Instructor, Graduate Studies in Health Services Management, University of Missouri-Columbia, Columbia, Missouri.

PURPOSE

This conference is designed to improve the care of the long-term patient by increasing the awareness of those attending of the psychological impact of both the aging processes and the adjustments to new living environments. It has the added purpose of bringing together health care management personnel in a learning situation where, with but little time given to lecture, much time will be spent in sharing of experiences, and in high group participation through role playing and problem solving.

PRINCIPLES OF MEDICAL CARE

"A Conference for the Long-Term Care Administrator"

FIRST DAY

A.M.	Presiding: Mr. Kane.
8:00	Registration and Coffee.
8:30	Anatomy and Physiology - Dr. Hardwicke.
10:00	Coffee Break.
10:15	Continuation - Dr. Hardwicke.
11:30	Aging Processes - Dr. Hardwicke.
12:30	Lunch (on your own)
P.M.	
1:30	Clinical Documentation in Nursing Homes - Mrs. Mardiat or Mrs. Brewer.
3:00	Coffee Break.
3:15	The Language of Medicine - Mrs. Mardiat or Mrs. Brewer.
4:30	Adjourn.

SECOND DAY

A.M.	Presiding: Mr. Kane
8:30	Nutrition of the Aged - Dr. Flynn.
10:00	Coffee Break
10:15	Continuation - Dr. Flynn.
11:15	Medical Social Service - Mr. Chester & Mrs. Summers.
12:30	Lunch (on your own)
P.M.	
1:30	Professional and Medical Ethics - Dr. Hardwicke.
4:00	Adjourn.

THIRD DAY

A.M.	Presiding: Mr. Kane
8:30	Disease Processes - Dr. Young.
10:00	Coffee Break.
10:15	Disease Processes - Dr. Young.
11:30	Lunch (on your own)
P.M.	
12:30	Disease Processes - Dr. Young.
2:00	Coffee Break.
2:15	Disease Recognition - Dr. Young.
3:30	Discussion and Summary.
4:30	Adjourn.

GUEST FACULTY

ELEANOR BREWER, R.R.A., Assistant Director, Medical Records Department, Research Hospital and Medical Center, Kansas City, Missouri.

EDITH MARDIAT, R.R.A., Director, School of Medical Record Technology, Research Hospital and Medical Center, Kansas City, Missouri.

UNIVERSITY OF MISSOURI-COLUMBIA FACULTY

ROBERT W. CHESTER, M.S., Instructor in Social Work and Community Health and Medical Practice; Director, University Hospital Social Service.

MARGARET A. FLYNN, Ph.D., Associate Professor of Food and Nutrition; Research Nutritionist.

H. M. HARDWICKE, M.D., Professor, Physical Medicine and Rehabilitation and Associate Director of Operations, Missouri Regional Medical Program.

JAMES A. IRVIN, Ph.D., Assistant Professor and Coordinator, Continuing Education in Community Health and Medical Practice.

HAROLD M. KANE, M.A., Instructor, Continuing Education in Community Health in Medical Practice.

PAUL R. YOUNG, M.D., Medical Director, Continuing Medical Education; Associate Professor, Community Health and Medical Practice.

PURPOSE: The purpose of the 20-hour program in Principles of Medical Care is to help the long-term care administrator to understand better the medical conditions of his patients, and the extent and manner of medical care being provided by the doctors, nurses, and therapy specialists, who must be looked to to prescribe and provide such care.

PERSONAL AND SOCIAL CARE

Rehabilitative and Restorative Activities

PROGRAM

A.M.

8:30	Registration and Coffee
9:00	"Patient Care Planning and Restorative Activities" -- Dr. Wolcott
9:45	"Physical Activities and Mobility" -- Mr. Gault
10:30	Coffee Break
10:45	"Training in Activities of Daily Living" -- Mrs. Warner
11:30	Lunch (on your own)

P.M.

1:00	"Significance of Social Activities" -- Mr. Heinrich
1:45	"Recreation Activity Programming" -- Miss Klausmeyer
2:30	Coffee Break
2:45	"Special Requirements and Resources" -- Mr. Gault
3:30	Panel Discussion -- Day's Speakers
4:00	Adjourn

Faculty University of Missouri-Columbia

JAMES A. IRVIN, Ph.D., Assistant Professor, Graduate Studies in Health Services Management.

HAROLD M. KANE, M.A., Instructor, Graduate Studies in Health Services Management.

SHARON A. KLAUSMEYER, Student, Recreational Therapy.

WALTER R. GAULT, M.S.P.H., Assistant Professor and Coordinator, Physical Medicine and Rehabilitation Services.

PAUL HEINRICH, M.S.W., Assistant Professor, Physical Medicine and Rehabilitation Services and Community Health and Medical Practice.

BARBARA WARNER, M.S.P.H., Instructor, Physical Medicine and Rehabilitation Services, Supervisor, Nursing Services.

LESTER E. WOLCOTT, M.D., Professor and Chairman, Department of Physical Medicine and Rehabilitation Services; Professor and Acting Chairman Department of Community Health and Medical Practice; and Professor of Bioengineering.

PURPOSE

The purpose of this course in Rehabilitative and Restorative Activities is to improve techniques of care of the long-term patient. It has the added purpose of bringing together administrators and other supportive personnel in order to encourage interchange of ideas relative to restorative care.

GENERAL INFORMATION

This program has been approved by the Missouri Board of Nursing Home Administrators. Attendance will be counted as 5 classroom hours of instruction in Personal and Social Care.

FINANCIAL MANAGEMENT IN THE LONG-TERM CARE FACILITY

PROGRAM

A.M.	
9:00	Registration and Coffee
9:30	"The 'What' and the 'Why' of Long-Term Care Accounting - Mr. Rick
10:25	Coffee Break
10:40	"Methods: Cash vs. Accrual" - Mr. Rick
11:40	Lunch (on your own)
P.M.	
1:00	"Layman's Introduction to Computerization" - Representative of International Business Machines
2:20	Coffee Break
2:30	"Maximizing Cash Flows" - Dr. Trieschmann
4:00	Discussion and Questions - Mr. Rick and Dr. Trieschmann
4:15	Adjourn.

GENERAL INFORMATION

This program has been approved by the Missouri Board of Nursing Home Administrators. Attendance will be counted as 5 classroom hours of instruction in Departmental Organization: Financial Management.

PURPOSE

The purpose of this course in Financial Management is to improve the care of the long-term patient by increasing the effectiveness and efficiency of management in the long-term care facility. It has the added purpose of bringing together administrators and other management personnel in order to encourage interchange of ideas and problem-solving techniques.

FACULTY

JAMES A. IRVIN, Ph.D., Assistant Professor, Graduate Studies in Health Services Management, University of Missouri-Columbia.

HAROLD M. KANE, M.A., Instructor, Graduate Studies in Health Services Management, University of Missouri-Columbia.

JOHN W. RICK, C.P.A., Administrator, Halls Ferry Memorial Home, St. Louis, Missouri.

JAMES S. TRIESCHMANN, D.B.A., Assistant Professor of Finance, University of Missouri-Columbia.

DEPARTMENTAL ORGANIZATION

"A Conference for the Long-Term Care Administrator"

PROGRAM

A.M.	Presiding: Mr. Kane
9:00	Registration and Coffee
9:30	Introduction
10:00	"The Organizational Chart as a Tool of Management" -- Mr. Emanuele
10:50	Coffee Break
11:00	"Job Analysis and Job Descriptions"
12:00	Lunch Break (on your own)
P.M.	
1:00	"Delegated Authority and The Chain of Command"
2:00	"The Regularly Scheduled Staff Meeting"
2:20	Coffee Break
2:30	Case Studies: Decision-making by Department Heads
3:30	Discussion
4:00	Adjourn

GUEST FACULTY

JOSEPH EMANUELE, Administrator, Brothers of Mercy Extended Care Facility, Kansas City, Missouri.

UNIVERSITY OF MISSOURI-COLUMBIA FACULTY

JAMES A. IRVIN, Ph.D., Assistant Professor, Graduate Studies in Health Services Management.

HAROLD M. KANE, Instructor, Graduate Studies in Health Services Management.

GENERAL INFORMATION

This program has been approved by the Missouri Board of Nursing Home Administrators. Attendance will be counted as five (5) classroom hours of instruction in Departmental Organization.

PURPOSE: The purpose of this program in departmental organization is to improve the efficiency of operation, and thus improve the care of the residents in long-term care facilities by setting forth means by which the administrator may better organize for high efficiency, the various activities in his long-term facility.

EVALUATING THERAPEUTIC AND SUPPORTIVE SERVICES

IN LONG TERM CARE

FIRST DAY

A.M.	Presiding: Mr. Kane
9:00	Registration and Coffee.
9:30	Welcome and Orientation - Mrs. Thompson
10:00	"The Reality of the Patient as a Total Person in Long-term Care - Dr. Mauksch.
10:45	Coffee.
11:00	'Continuation' - Dr. Mauksch.
12:30	Lunch (on your own).
P.M.	
1:30	Film: "Diary of Connie McGregor".
2:15	Discussion Period - Mrs. Thompson.
3:15	Coffee Break.
3:30	"Role of Professional Ethics" - Mrs. Thompson
4:30	Adjourn.

SECOND DAY

A.M.	Presiding: Mr. Kane
9:00	Coffee.
9:30	"How to Plan and Provide Total Patient Care" - Miss Adams.
10:30	Coffee Break.
10:45	Continuation - Miss Adams.
12:00	Discussion Period.
12:30	Lunch (on your own).
P.M.	
1:30	Film: "Ready for Edna".
2:00	"Evaluating the Rehabilitative and Remotivational Role of Total Patient Care" - Mrs. Street.
3:00	Coffee Break.
3:15	Continuation - Mrs. Street.
4:00	Discussion Period - Mrs. Thompson, Miss Adams, and Mrs. Street.
4:30	Adjourn.

THIRD DAY

A.M.	Presiding: Mr. Kane
8:30	Coffee.
9:00	"Dental Care: A Part of the Total Care Plan" - Dr. Westerman.
	Film: "The Vigil of Jenny Fay".
10:15	Coffee Break.
10:30	"Utilization Review as an Evaluator of Patient Care: - Mr. Farrar.
11:30	"The Nursing Audit as an Evaluator of Patient Care" - Mrs. Thompson.
12:30	Discussion Period.
1:00	Adjourn.

GUEST FACULTY

HARRY FARRAR, Health Programs Representative, Section of Medical Care, Missouri Division of Health, Jefferson City, Missouri.

BILLY RICKARD, Director, Bureau of Medical Care Certification, Missouri Division of Health, Jefferson City, Missouri.

JESSE V. WESTERMAN, D.D.S., M.P.H., Public Health Dentist, Bureau of Dental Health, Missouri Division of Health, Jefferson City, Missouri.

UNIVERSITY OF MISSOURI FACULTY

RUTH C. ADAMS. R.N., M.P.H., Associate Professor of Nursing and Director of Continuing Education in Nursing.

JAMES A. IRVIN, Ph.D., Assistant Professor, Graduate Studies in Health Services Management.

HAROLD M. KANE, M.A., Instructor, Graduate Studies in Health Services Management.

HANS O. MAUKSCH, Ph.D., Professor of Sociology, and Professor of Community Health and Medical Practice.

GLADYS E. STREET, R.N., Instructor in Physical Medicine and Rehabilitation, Clinical Specialist in Nursing Service.

JEAN THOMPSON, R.N., M.B.A., Instructor, Graduate Studies in Health Services Management.

PURPOSE

The purpose of the sixteen-hour program is to assist the long-term care facility administrator to better evaluate the effectiveness, on an individualized basis of the therapeutic and supportive care services in long-term care.

GENERAL INFORMATION

This program has been approved by the Missouri Board of Nursing Home Administrators. Attention will be counted as 16 classroom hours of instruction (6 hours in Departmental Organization and 10 hours in Therapeutic and Supportive Care).

COMMUNITY INTERRELATIONS

Mrs. Virginia Southwood, M.S.S.W., Assistant Professor, University of Missouri-Columbia, Graduate School of Social Work - Columbia, Missouri.

Intercommunity Needs and Resources as Viewed By and For the Individual Resident.
Film, "To Live Again", Missouri Division of Health

Panel Representing Community Resources and Interrelated Interests.

Ms. Nancy Flavel, Chief of Social Service, St. Louis State Hospital.

Mrs. Ceal Andre, Associate Director, Voluntary Action Center, St. Louis.

Mrs. Paula McCall, Supervisor of Nursing Home Placing Program, Cardinal Ritter Institute, St. Louis.

Mr. Sorkus Webbe, City Attorney, St. Louis.

Rev. Daniel Jungkuntz, Coordinator of Lutheran Ministry with the Elderly for the Lutheran Mission Association. Protestant Chaplain Koch Hospital, St. Louis.

Ann and Dennis Heath, Social Workers, Community Services, Western Missouri Mental Health Center, Kansas City, Missouri. Community Cooperation and the Implementation of Resocialization Groups Within Nursing Homes in Kansas City.

This program has been approved by the Missouri Board of Nursing Home Administrators and will count as 10 hours of instruction toward meeting the licensure requirements.